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**State of Washington  
Office of Administrative Hearings**

**Human Resource  
Management Report**



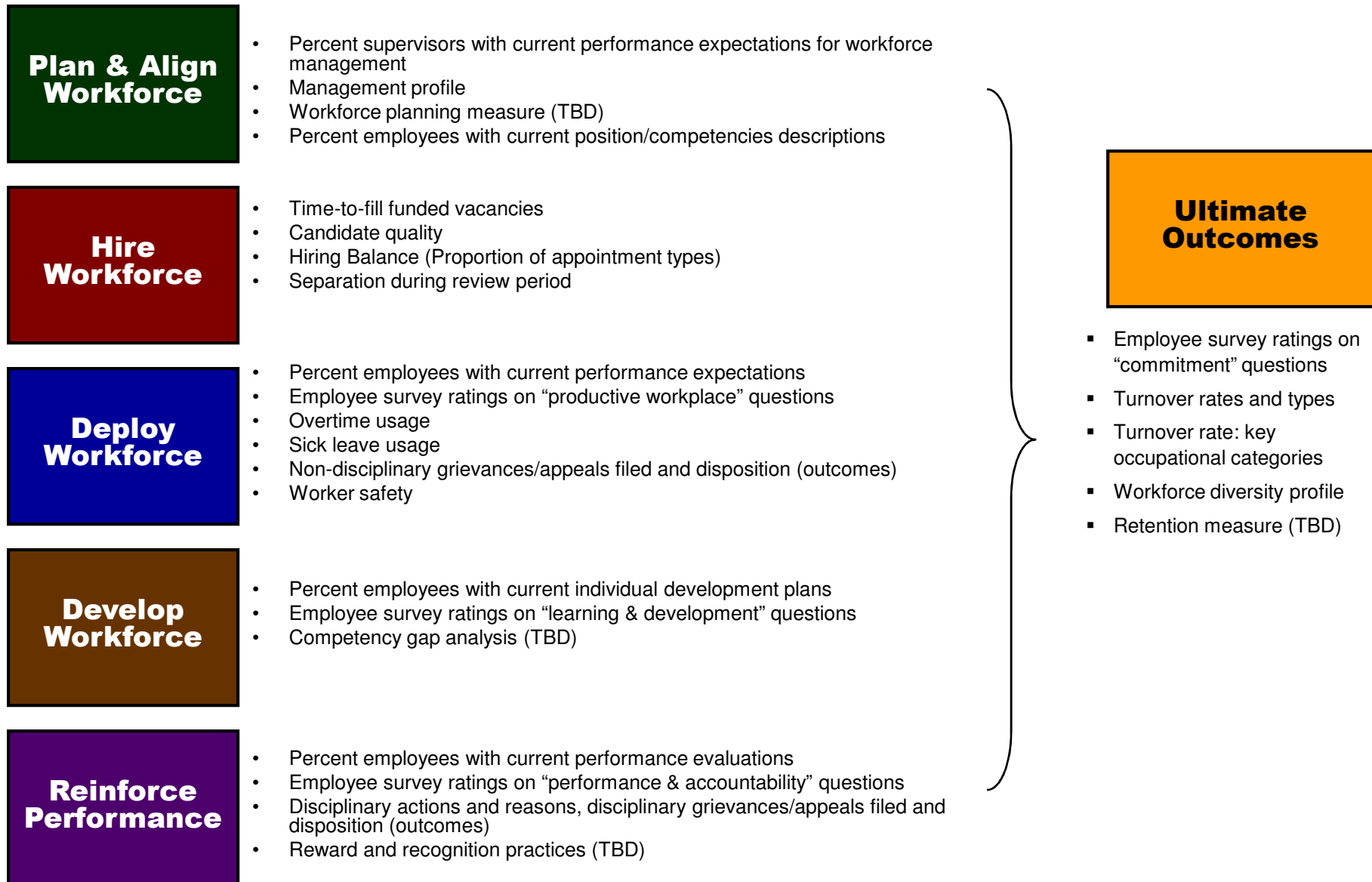
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October 2008

## Managers' Logic Model for Workforce Management



## Standard Performance Measures



# Plan & Align Workforce

## Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

## Performance Measures:

**Percent supervisors with current performance expectations for workforce management**

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

## Workforce Management Expectations

Agency Priority: Medium

**Percent supervisors with current performance expectations for workforce management 81%\***

\*Based on 13 of 16 reported number of supervisors

## Analysis:

- Three new supervisors were hired during this reporting period. The three supervisors were provided verbal expectations. The written expectations on the PDP were not completed by the reporting date.

## Action Steps:

- Remind supervisors to ensure performance expectations are documented on the PDP form in a timely manner.

# Plan & Align Workforce

## Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

## Performance Measures:

Percent supervisors with current performance expectations for workforce management

## Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Agency Priority: Low

## Management Profile

Office of Administrative Hearings

### Analysis:

- We have no WMS employees.
- Percentage of the manager workforce is down 1.1% from April report due to staff turnover in March.

**WMS Employees Headcount = 0**

**Percent of agency workforce that is WMS = 0%**

**Managers\* Headcount = 10**

**Percent of agency workforce that is Managers\* = 6.4%**

\* In positions coded as "Manager" (includes EMS, WMS, and GS)

### WMS Management Type

Management	0
Consultant	0
Policy	0
Not Assigned	0

## Plan & Align Workforce

### Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

### Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

**Percent employees with current position/competency descriptions**

## Current Position/Competency Descriptions

Agency Priority: Medium

**Percent employees with current position/competency descriptions = 96%\***

\*Based on 101 of 105 reported employee count  
Applies to employees in permanent positions, both WMS & GS

### Analysis:

- An employee was on extended military leave and three staff members were hired on or slightly before the end of the reporting period.

### Action Steps:

- Remind supervisors of the importance of having current position descriptions.

Data as of 7/1/2008  
Source: Agency Tracked

# Hire Workforce

## Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

## Performance Measures

### Time-to-fill vacancies

### Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

## Time-to-fill / Candidate Quality

Agency Priority: Medium

### Time-to-fill Funded Vacancies

Average number of days to fill\*: 48

Number of vacancies filled: 9

\*Equals # of days from creation of the requisition to job offer acceptance

Agency Priority: High

### Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = 22 Percentage = 79%

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

Number = 9 Percentage = 100%

Hiring managers indicating "no":

Number = 0 Percentage = 0%

## Analysis:

- Significant improvement from the April report. The time to fill funded vacancies has decreased as knowledge of HRMS has increased.

## Action Steps:

- Encourage managers and supervisors to conduct the interview process promptly.

Data Time Period: 7/1/2007 through 6/30/2008  
Source: Agency Tracked

# Hire Workforce

## Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

## Performance Measures

Time-to-fill vacancies

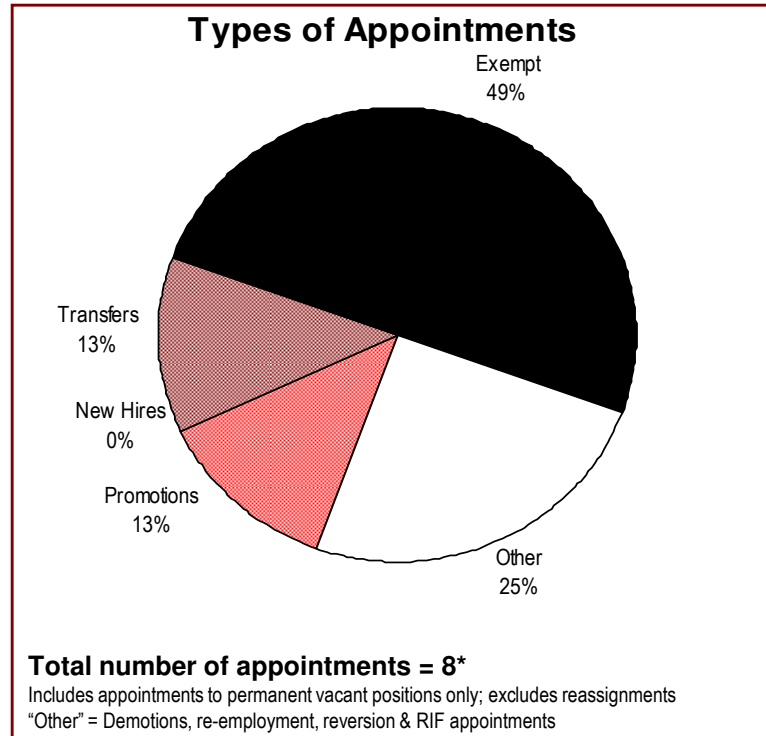
Candidate quality

**Hiring Balance  
(proportion of  
appointment types)**

**Separation during review  
period**

## Hiring Balance / Separations During Review Period

Agency Priority: Low



Agency Priority: Low

Separation During Review Period	
Probationary separations - Voluntary	0
Probationary separations - Involuntary	0
<i>Total Probationary Separations</i>	<i>0</i>
Trial Service separations - Voluntary	0
Trial Service separations - Involuntary	0
<i>Total Trial Service Separations</i>	<i>0</i>
<b>Total Separations During Review Period</b>	<b>0</b>

Data Time Period: 07/2007 through 06/2008  
Source: HRMS BI

## Analysis:

- Budget constraints and hiring management have impacted hiring during this time period.
- There was an increase in the volume of transfers and promotions due to the consolidation of three offices.

## Action:

- Assess trends as necessary for employee retention.



## Deploy Workforce

### Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

### Performance Measures

#### Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

## Current Performance Expectations

Agency Priority: Low

**Percent employees with current performance expectations = 96%\***

\*Based on 101 of 105 reported employee count  
Applies to employees in permanent positions, both WMS & GS

### Analysis:

- This is due in part to having an employee on extended military leave and three employees hired on or slightly before the end of the reporting period.

### Action Steps:

- Remind supervisors of the importance of documenting current performance expectations in a timely manner.

Data as of 07/2008  
Source: Agency Tracked

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

## Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

## Employee Survey "Productive Workplace" Ratings

Agency Priority: Medium

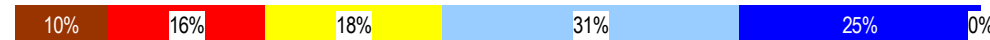
Q4. I know what is expected of me at work.



Avg

4.4

Q1. I have the opportunity to give input on decisions affecting my work.



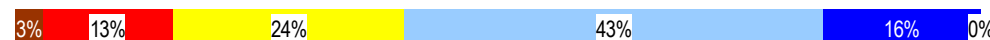
3.5

Q2. I receive the information I need to do my job effectively.



3.8

Q6. I have the tools and resources I need to do my job effectively.



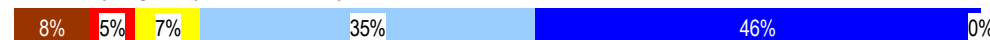
3.6

Q7. My supervisor treats me with dignity and respect.



4.1

Q13. My agency consistently demonstrates support for a diverse workforce.



4.1

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.



3.5

Q9. I receive recognition for a job well done.



3.2

■ Never/Almost Never    ■ Seldom    ■ Occasionally  
 ■ Usually    ■ Always/Almost Always    ■ No Response

Overall average score for "Productive Workplace" ratings:

3.8

Data as of 10/2007  
Source: 2007 EE Climate Survey

## Analysis:

- OAH remains consistent in providing a productive workplace.
- Staff would like more recognition

## Action Steps:

- Implement recognition program
- Supervisors recognize employees for their work in a timely manner.

## Overtime Usage

Agency Priority: Low

### Deploy Workforce

#### Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

#### Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

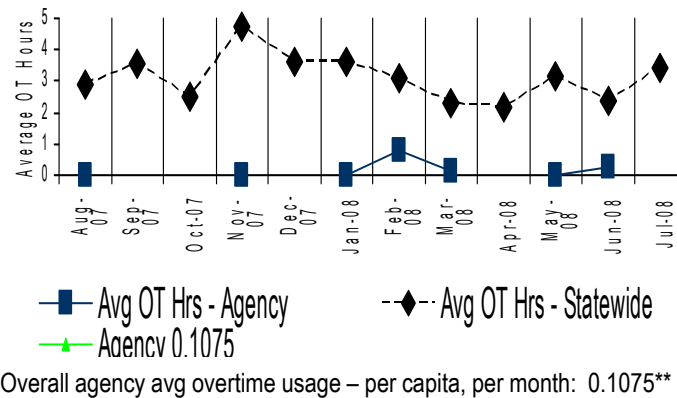
#### Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

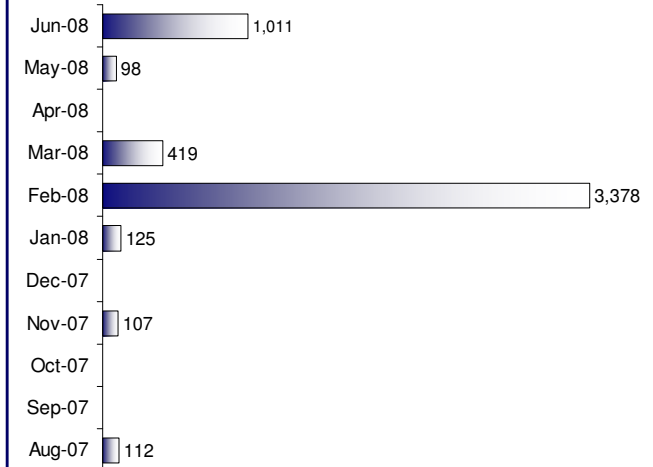
Average Overtime (per capita) \*



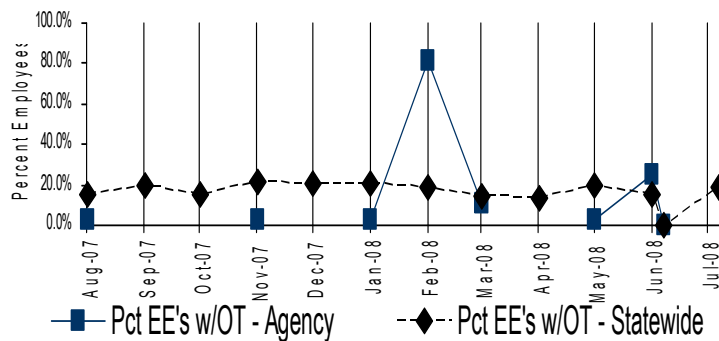
\*Statewide overtime values do not include DNR

\*\*Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months

Overtime Cost - Agency



% Employees Receiving Overtime \*



\*Statewide overtime values do not include DNR

\*\*Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

Data Time Period: July 2007 through June 2008

Source: HRMS BI

#### Analysis:

- Significant jump in OT cost in Feb and June 2008 due to office consolidation.
- OAH has been able to keep overtime costs to a minimum.

#### Action Steps:

- Continue to monitor OT cost

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

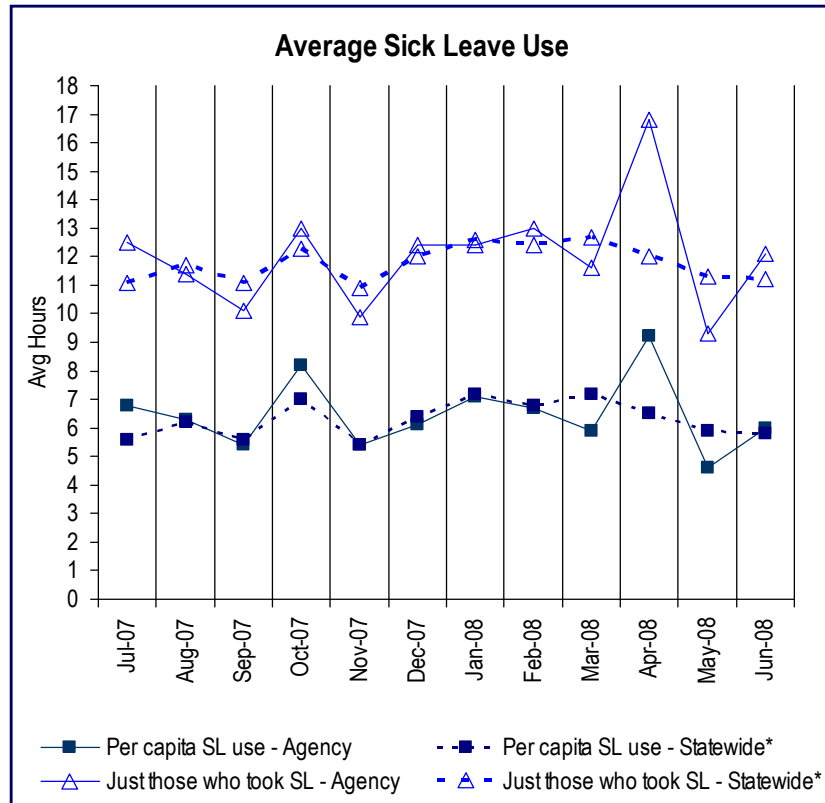
## Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Agency Priority: Medium

## Sick Leave Usage



## Analysis:

- S/L hours used/Earned (per capita) continues to increase by a narrow margin of 0.1 from April 2008 report.
- S/L for those who used it (per month) increased by 0.5 from April 2008 report.
- While the agency S/L use has increased, the increases are not significant to the statewide hours used, except for the month of April.
- The April spike is consistent with an employee out due to a serious medical condition.

## Action Steps:

- Agency continue to monitor usage of S/L.
- Develop a healthy work environment and implement the wellness program.

## Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used (per capita) - Agency	% of SL Hrs Earned (per capita) - Agency	Avg Hrs SL Used (per capita) - Statewide*	% of SL Hrs Earned (per capita) - Statewide*
6.5 Hrs	89.7%	6.3 Hrs	81.3%

## Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used (those who took SL) - Agency	% SL Hrs Earned (those who took SL) - Agency	Avg Hrs SL Used (those who took SL) - Statewide*	% SL Hrs Earned (those who took SL) - Statewide*
12.0 Hrs	150.6%	11.8 Hrs	147.3%

\* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: 07/2007 through 06/2008

Source: HRMS BI

## Non-Disciplinary Appeals (mostly non-represented employees)

Agency Priority: Low

### Filings for DOP Director's Review

- 0 Job classification
- 0 Rule violation
- 0 Name removal from register
- 0 Rejection of job application
- 0 Remedial action

**0 Total filings**

### Filings with Personnel Resources Board

- 0 Job classification
- 0 Other exceptions to Director Review
- 0 Layoff
- 0 Disability separation
- 1 Suspension

**1 Total filings**

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

N/A

Appeal Withdrawn 09/2008

Total outcomes = 0

Data Time Period: 07/2007 through 06/2008  
Source: Department of Personnel

Total outcomes = 0

## Deploy Workforce

### Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

### Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

**Non-disciplinary grievances/appeals filed and disposition (outcomes)**

Worker safety

# Deploy Workforce

## Outcomes

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations  
Employee survey ratings on 'productive workplace' questions  
Overtime usage  
Sick leave usage  
Non-disciplinary grievances/appeals filed and disposition outcomes

## Worker Safety

## Worker Safety: Administrative Hearings, Office of

Office of Administrative Hearings

Agency Priority: Med

### Analysis:

- 2007Q3-Compensable claims increased and declined as projected and are starting to show a decline in the last quarter..
- 2006Q3 Claims rates dropped then increased slightly, but are now on the decline.
- 2007Q2 Claims went up slightly as projected.

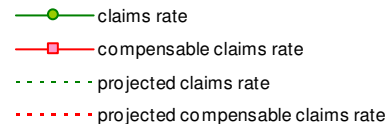
### Action Plan:

- Remind employees to alternate duties to prevent repetitive injuries.
- HR monitor trends and continue to conduct ergo assessments to identify preventive measure for workers.

### Annual Claims Rate:

Annual claims rate is the number of accepted claims for every 200,000 hours of payroll

200,000 hours is roughly equivalent to the numbers of yearly payroll hours for 100 FTE

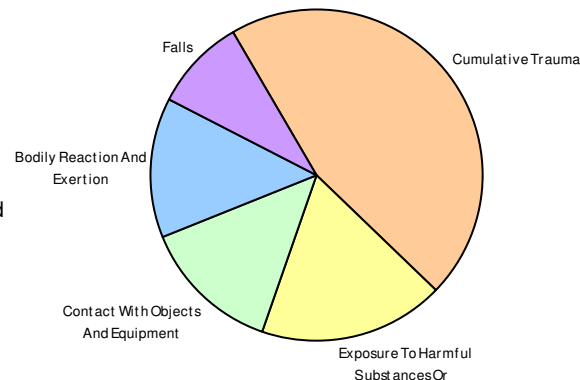


All rates as of 06-30-2008

### Accepted Claims by Occupational Injury and Illness Classification System (OIICS) Event:

calendar year-quarter  
2003Q1 through 2007Q4

(categories under 3%, or not adequately coded, are grouped into 'Misc.')



### Cumulative Trauma Claims

Oiics Code	Oiics Description	Count
2	Bodily Reaction And Exertion	10

Source: Labor & Industries, Research and Data Services (data as of 06/30/2008 )

# Develop Workforce

## Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

## Performance Measures

Percent employees with current individual development plans

Employee survey ratings on "learning & development" questions

Competency gap analysis (TBD)

## Individual Development Plans

Agency Priority: High

**Percent employees with current individual development plans = 45%\***

\*Based on 47 of 105 reported employee count  
Applies to employees in permanent positions, both WMS & GS

### Analysis:

- Due to budget constraints this is an area that has not gained much attention.
- Compared to the 2006 data there has been a five percent increase.

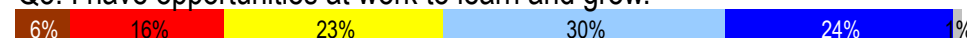
### Action Steps:

- Encourage managers and supervisors to discuss with employees training and development plans during the annual evaluation and as needed.

## Employee Survey "Learning & Development" Ratings

Agency Priority: Medium

Q5. I have opportunities at work to learn and grow.



Avg

3.5

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.



3.5

■ Never/Almost Never   
 ■ Seldom   
 ■ Occasionally  
■ Usually   
 ■ Always/Almost Always   
 ■ No Response

**Overall average score for "Learning & Development" ratings: 3.5**

### Analysis:

- Ongoing feedback is being provided to employees.
- With the implementation of annual PDPs, employees are provided information to improve performance.

### Action Steps:

- Provide opportunities for employees to continue to learn and grow.
- Remind supervisors to continue ongoing feedback to help employees to improve their performance.

Data as of 10/2007  
Source: 2007 EE Climate Survey

## Reinforce Performance

### Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

### Performance Measures

#### Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

## Current Performance Evaluations

Agency Priority: Medium

### Percent employees with current performance evaluations = 78%\*

\*Based on 82 of 105 reported employee count  
Applies to employees in permanent positions, both WMS & GS

### Analysis:

- As predicted in October 2007, our numbers have improved.
- Due to the consolidation of three offices and staff turnover, the evaluation process was not managed in a timely manner.

### Action Steps:

- Remind supervisors of the importance of yearly performance evaluations and how employees' performance meet the goals of the agency.
- Ensure supervisors have the tools needed to produce meaningful evaluations.
- HR will work with managers and supervisors to focus on the agency goal to ensure all employees have current performance evaluations.



## Reinforce Performance

### Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

### Performance Measures

Percent employees with current performance evaluations

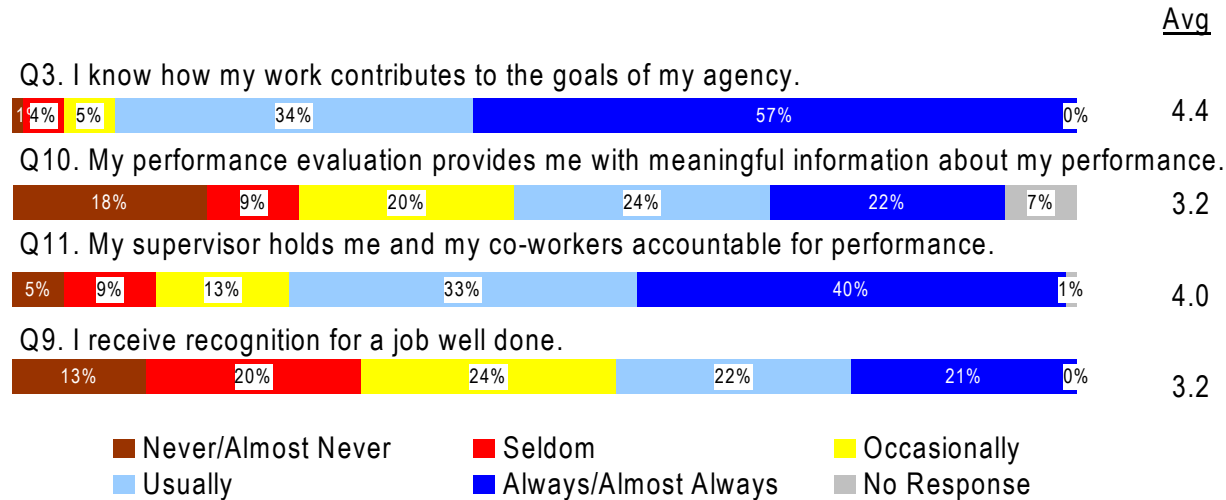
### Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

## Employee Survey "Performance & Accountability" Ratings

Agency Priority: Medium



<b>Overall average score for "Performance &amp; Accountability" ratings:</b>	<b>3.7</b>
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### Analysis:

- Q10 – Implementation of agency-wide performance evaluation was implemented and average score increased 0.3.
- The other averages are consistent with the 2006 averages.

### Action Steps:

- Identify opportunities for improvement.

Data as of 10/2007  
Source: 2007 EE Climate Survey

## Reinforce Performance

### Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

### Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

**Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)**

Reward and recognition practices (TBD)

## Formal Disciplinary Actions

Agency Priority: Low

### Disciplinary Action Taken

Action Type	# of Actions
Dismissals	0
Demotions	0
Suspensions	1
Reduction in Pay*	0
<b>Total Disciplinary Actions*</b>	<b>1</b>

\* Reduction in Pay is not currently available as an action in HRMS/BI.

### Issues Leading to Disciplinary Action

- Insubordination

### Analysis:

- Supervisors are addressing employee behavior at the lowest level.

### Action Steps:

- Continue to work with employee behavior to ensure compliance with the agency's goals and mission.

Data Time Period: 07/2007 through 06/2008]  
Source: OAH Manual Tracking

## Disciplinary Grievances and Appeals

Agency Priority: Low

### Reinforce Performance

#### Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

#### Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

**Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)**

Reward and recognition practices (TBD)

#### Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

0	Dismissal
0	Demotion
1	Suspension
1	Reduction in salary

**1 Total Disciplinary Appeals Filed with PRB**

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

#### Disposition (Outcomes) of Disciplinary Appeals\*

**Withdrawn 09/2008**

\*Outcomes issued by Personnel Resources Board

Data Time Period: 07/2007 through 09/2008  
Source: OAH Manual Tracking

# ULTIMATE OUTCOMES

**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

**The state has the workforce breadth and depth needed for present and future success**

## Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

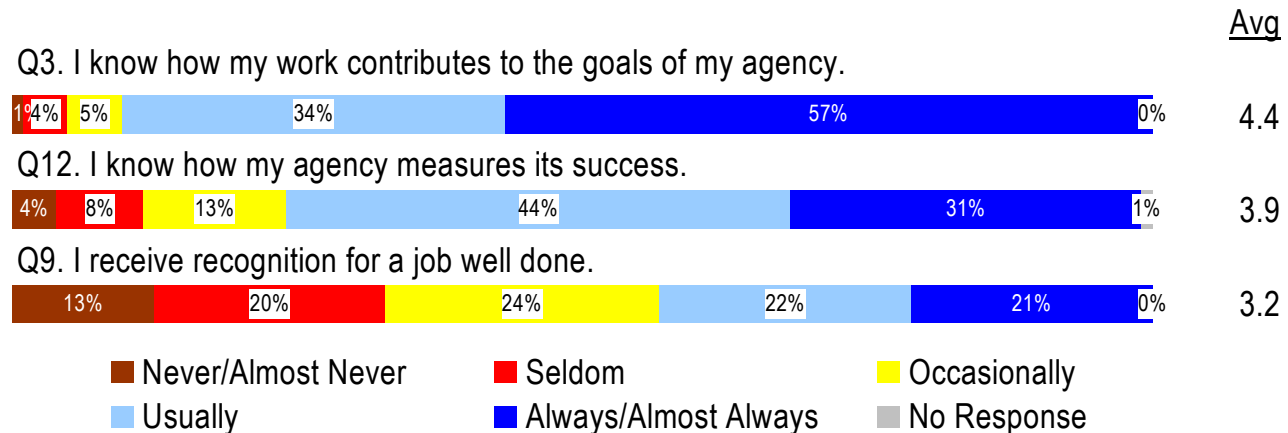
Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

## Employee Survey "Employee Commitment" Ratings

Agency Priority: Low



**Overall average score for "Employee Commitment" ratings:**

**3.8**

### Analysis:

- Averages are consistent with the 2006 survey.
- Ratings continue to reflect employee's commitment to the agency.

### Action Steps:

- Managers and supervisors continue to recognize employees for the work they do and their contributions to the agency.

# ULTIMATE OUTCOMES

**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

**The state has the workforce breadth and depth needed for present and future success**

## Performance Measures

Employee survey ratings on "commitment" questions

## Turnover rates and types

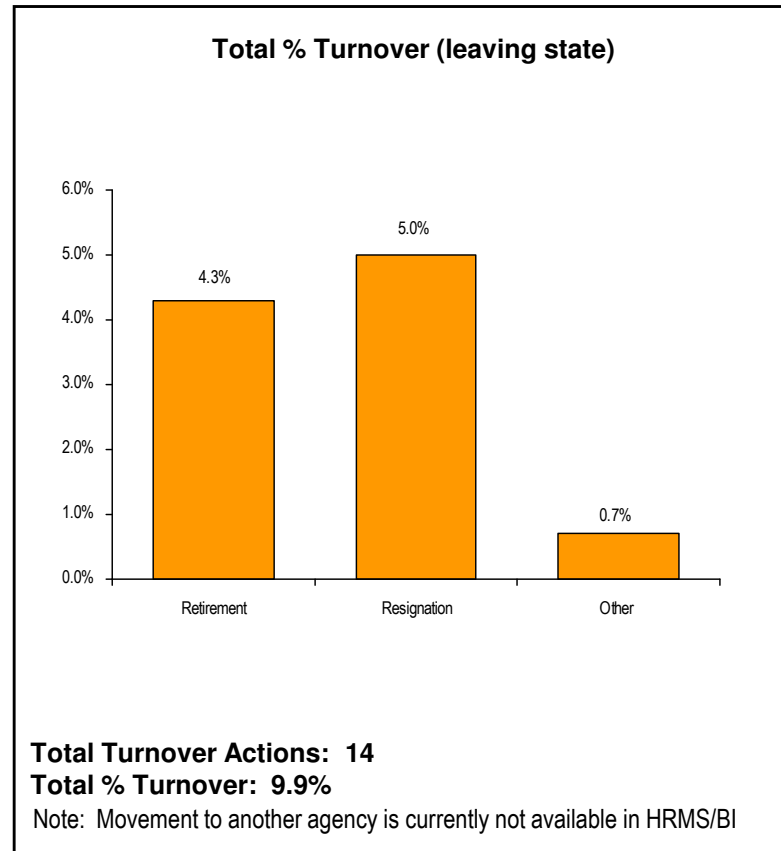
Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

## Turnover Rates

Agency Priority: High



### Analysis:

- Turnover increased by 2.6% since April 2008
- Projected office relocation affected turnover rate.

### Action Steps:

- Monitor trends to retain employees.

Data Time Period: 07/07 through 06/08  
 Source: BI

## Workforce Diversity Profile

Agency Priority: Low

### ULTIMATE OUTCOMES

**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

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### Performance Measures

Employee survey ratings on "commitment" questions

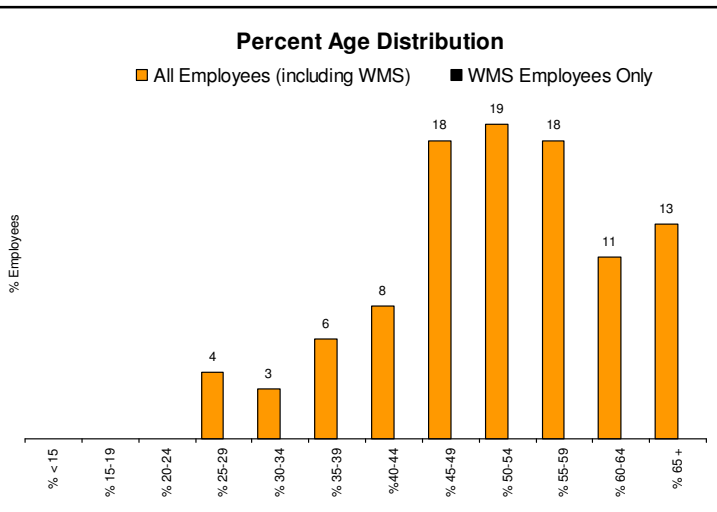
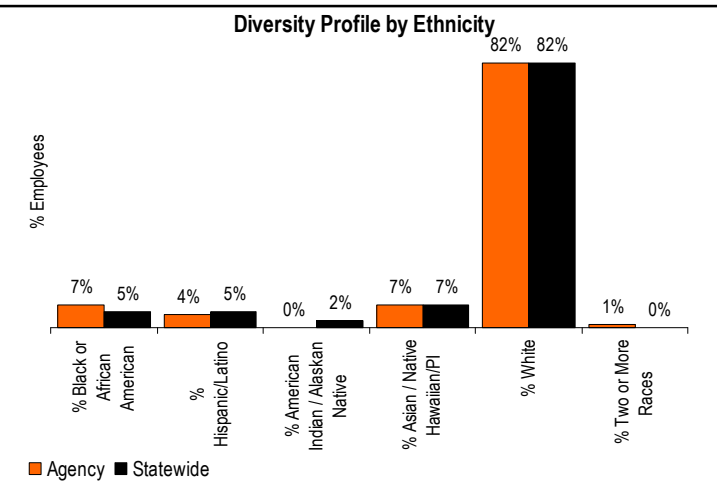
Turnover rates and types

Turnover rate: key occupational categories

**Workforce diversity profile**

Retention measure (TBD)

	Agency	State
Female	61%	53%
Persons w/Disabilities	10%	4%
Vietnam Era Veterans	6%	6%
Veterans w/Disabilities	3%	2%
People of color	20%	18%
Persons over 40	87%	75%



### Analysis:

- OAH meet the affirmative action goals for the agency except for American Indians.
- The agency almost meets the statewide percentage for Hispanics, however, does not meet the goal for American Indians. The other percentages exceed or meet statewide percentages.
- The agency does not have any WMS Employees.

### Action Steps:

- HR use DOP resources and community outreach to assist in achieving agency goals.

Data as of 07/01/2008  
Source: HRMS BI

## Workforce Diversity Profile

### ULTIMATE OUTCOMES

**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

**The state has the workforce breadth and depth needed for present and future success**

#### Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

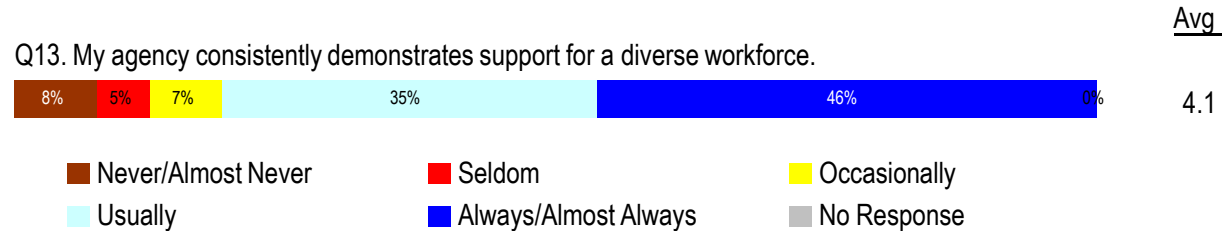
Turnover rate: key occupational categories

**Workforce diversity profile**

Retention measure (TBD)

### Employee Survey "Support for a Diverse Workforce" Ratings

Agency Priority: Low



Average rating for "Agency support for a diverse workforce":

4.1

#### Analysis:

- Average demonstrates agency commitment to diversity.

#### Action Steps:

- Agency continue to demonstrate support for a diverse workforce.